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Joint Assessment and Enabling Capability

Applying Analytical Rigor to Training Transformation

73rd MORS Symposium

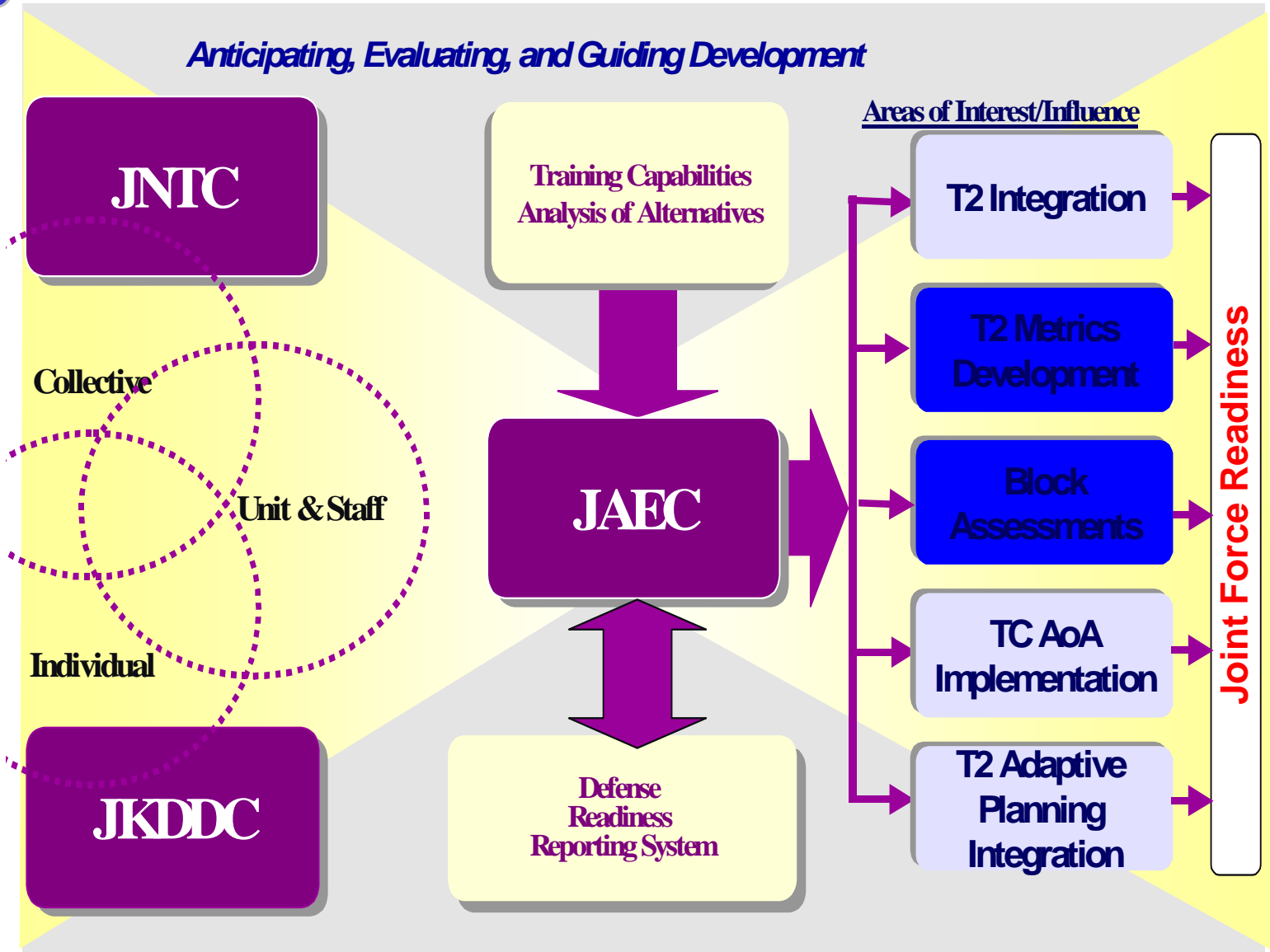
21-23 June, 2005

Fred Hartman, Director
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Joint Assessment and Enabling Capability

Office of the Deputy Under Secretary of Defense (Readiness)
Readiness and Training, Policy and Programs

JAEC in Training Transformation

Training Transformation



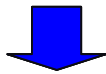
Developing Metrics for Block Assessments

- Training Transformation (T2) I-Plan established Block Assessments as the primary mechanism for assessing joint training capabilities and T2 integration and management
- Purpose of the Block Assessment
 - Complete a coordinated assessment T2
 - Recommend strategic and programmatic changes to T2 and other related joint training
 - Provide feedback concerning how best to assure that forces are trained to provide the needed operational capabilities, now and in the future

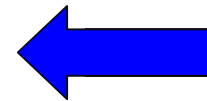
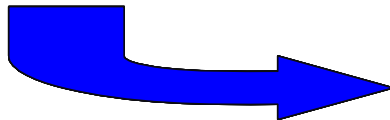
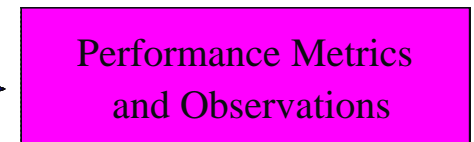
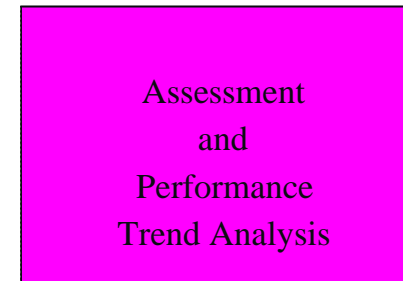
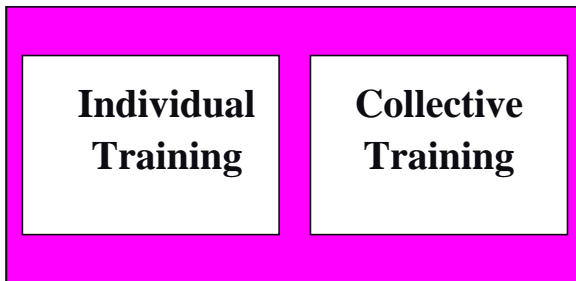
Relationship Between Training, Operations, and Assessment

Feedback drawn from multiple levels:

- Observations of Training Effectiveness
- “Tactical,” Lessons Learned
- Operational Indicators of Mission Effectiveness



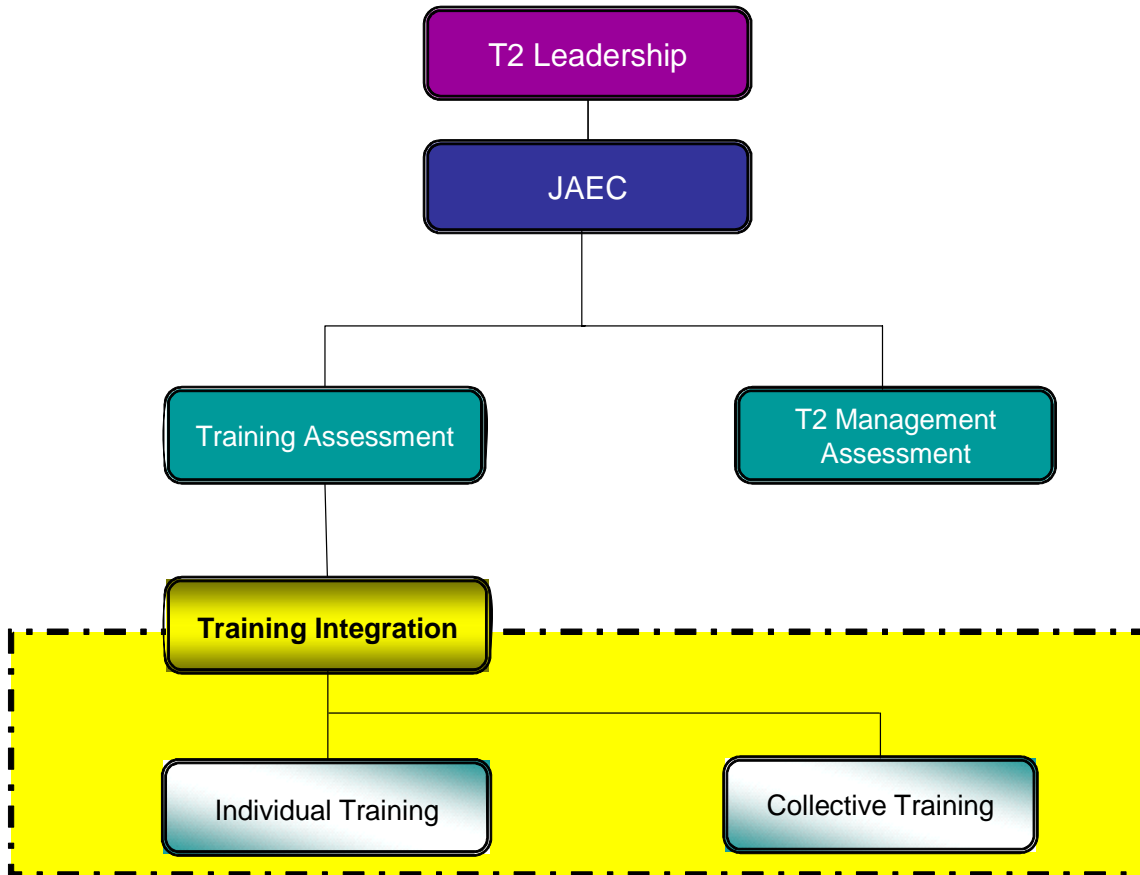
**Actionable Knowledge &
Modifications**



Developing an Analytical Assessment Approach

- Block Assessment will be conducted by experts on two separate panels:
 - Training Assessment Panel
 - Individual Training Assessment Team
 - Collective Training Assessment Team
 - Integration between Individual and Collective Training
 - Management Assessment Panel
- Each Panel will conduct an assessment on their respective piece of T2 by developing metrics in collaboration with the offices primarily responsible for Joint Training

Block Assessment Organization



Block Assessment Metrics Development

- Block Assessment is not designed to be an inspection of training organizations
 - Metric development is collaborative process
 - Metrics for the Block Assessment will focus on how the training organizations measure their own production
- Feedback from the Block Assessment will help organizations develop better metrics, and ultimately lead them to better meet operational needs
- Feedback will also provide feedback on current initiatives to Joint Training Leadership in the Department

Metrics Development

- Individual and Collective Team working groups developed initial set of metrics
 - Teams are composed of JAEC personnel and key players from JNTC, JKDDC, OSD, Joint Staff, and the Services
 - Focused on assessing effectiveness of organizations, plan to incorporate more efficiency measures in FY 07
- Assessment success depends on level of collaboration between JAEC and the training organizations

Program Assessment Rating Tool

Assessment Approach

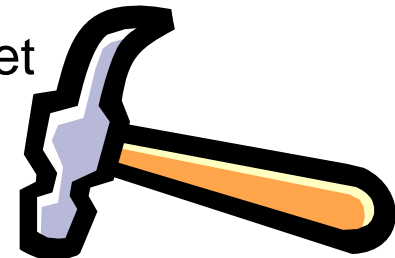
- Program Assessment Rating Tool is run by OMB
 - Approx 20% of all Federal programs are assessed each year
 - Central to Budget and Performance Integration (BPI); focus on results
 - 2005 cycle includes “DoD Training and Education Program,” a \$7B slice of the budget consisting mainly of Budget Activity #3
 - Exclusions: Recruiting (assessed last year) and some specific functions such as Base Support
- PART has a different focus than other JAEC activities: not “T2”

The Assessment

- For a good evaluation, a program must use performance to:
 - Manage
 - Justify resources
 - Continually improve efficiency
- Requires measures, baselines, and goals
 - Responses must be based on evidence, not impressions
 - OMB is looking for performance, not process

PART – The Solution

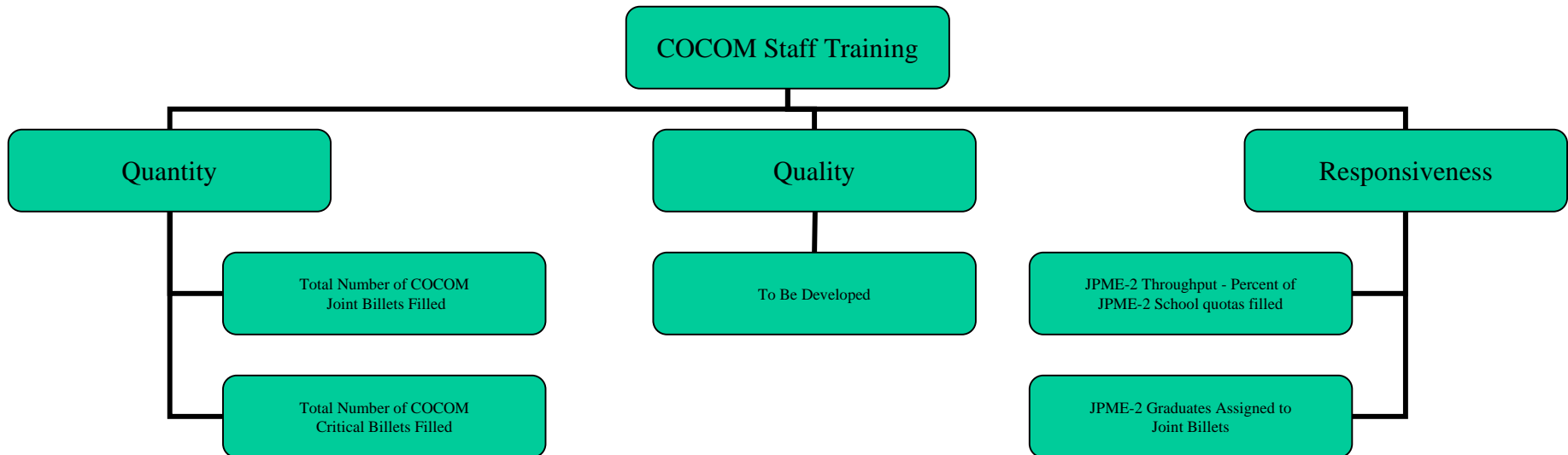
- PART process
 - OSD Director Readiness and Training assigned JAEC to coordinate inputs
 - Expertise lies with Services
- PART emphasizes outcome and efficiency metrics; most DoD Training and Education activities use output metrics
 - ITRR is familiar to PART Team, but it's based on output measures
 - Monitoring Status of Forces brief (for Dr. Chu) has output, outcome, and efficiency measures, but not all that PART needs
- PART measures (*tentative as of draft deadline*)
 - Number of people that complete specified programs (output)
 - % of COCOM staff positions filled by Joint educated personnel (outcome)
 - Cost per student for specified programs (efficiency)
- The hammer: pressure to adjust program budget based on its PART rating



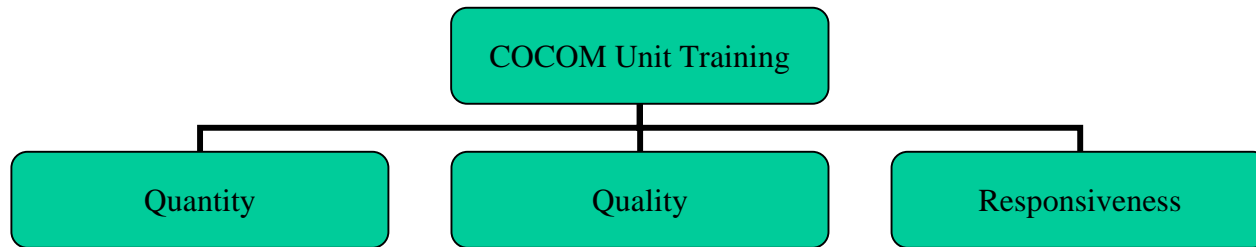
Balanced Scorecard (BSC)

- USD(P&R) conducts a quarterly BSC
 - JAEC is analyzing the product (Individuals and Units) provided to COCOMs
 - Core question: Are COCOMs receiving Staff Officers and Units that are ready to function in the joint operational environment they will face?
- Analytic approach
 - Focus is on the training, education and experience provided before arrival at the COCOM
 - Coordinating with JS J1, J7, MPP and Services to identify the *correct* Individual metrics
 - Valid data is the key, but difficult to come by; many different aspects to these metrics

Current COCOM Individual Metrics Tree



Current COCOM Unit Metrics Tree



In Development

Leverage Block Assessment